

Large hotel and motel chains may offer better opportunities for advancement than small, independently owned establishments, but relocation every several years often is necessary for advancement. The large chains have more extensive career ladder programs and offer managers the opportunity to transfer to another hotel or motel in the chain or to the central office. Career advancement can be accelerated by completion of certification programs offered by the associations listed below. These programs usually require a combination of course work, examinations, and experience.

Job Outlook

Employment of hotel managers and assistants is expected to grow more slowly than the average for all occupations through 2008. Long hours and stressful working conditions result in high turnover in this field, so additional job openings are expected to occur as experienced managers transfer to other occupations, retire, or stop working for other reasons. Job opportunities in hotel management are expected to be especially good for persons with college degrees in hotel or restaurant management.

Increasing business travel and domestic and foreign tourism will drive employment growth of hotel managers and assistants. Managerial jobs are not expected to grow as rapidly as the hotel industry overall, however. As the industry consolidates, many chains and franchises will acquire independently owned establishments and increase the number of economy-class rooms to accommodate bargain-conscious guests. Economy hotels offer clean, comfortable rooms and front desk services without costly extras like restaurants and room service. Because there are not as many departments in these hotels, fewer managers will be needed. In addition, front desk clerks are increasingly assuming some responsibilities previously reserved for managers, further limiting the growth of managers and their assistants.

Additional demand for managers, however, is expected in suite hotels as some guests, especially business customers, are willing to pay higher prices for rooms with kitchens and suites that provide the space needed to conduct meetings. In addition to job growth in suite hotels and economy-class hotels, large full-service hotels—offering restaurants, fitness centers, large meeting rooms, and play areas for children, among other amenities—will continue to offer many trainee and managerial opportunities.

Earnings

Median annual earnings of hotel managers and assistants were \$26,700 in 1998. The middle 50 percent of these workers earned between \$19,820 and \$34,690. The lowest 10 percent had earnings of less than \$14,430, while the top 10 percent earned over \$45,520. In 1997, median annual earnings in the hotel and other lodging places industry, where nearly all of these workers are employed, were \$28,600.

Salaries of hotel managers and assistants vary greatly according to their responsibilities and the segment of the hotel industry in which they are employed. Managers may earn bonuses up to 25 percent of their basic salary in some hotels and may also be furnished with lodging, meals, parking, laundry, and other services. In addition to typical benefits, some hotels offer profit-sharing plans and educational assistance to their employees.

Related Occupations

Other occupations concerned with organizing and directing a business where customer service is the cornerstone of their success include restaurant managers, apartment building managers, retail store managers, and office managers.

Sources of Additional Information

For information on careers and scholarships in hotel management, contact:

☛ The American Hotel and Motel Association (AH&MA), Information Center, 1201 New York Ave. NW., Washington, DC 20005-3931.

Information on careers in the lodging industry and professional development and training programs may be obtained from:

☛ The Educational Institute of the American Hotel and Motel Association, P.O. Box 531126 Orlando, FL 32853-1126.

Internet: <http://www.ei-ahma.org>

For information on educational programs, including correspondence courses, in hotel and restaurant management, write to:

☛ Council on Hotel, Restaurant, and Institutional Education, 1200 17th St. NW., Washington, DC 20036-3097.

Information on careers in housekeeping management may be obtained from:

☛ National Executive Housekeepers Association, Inc., 1001 Eastwind Dr., Suite 301, Westerville, OH 43081. Phone: (800) 200-6342.

Human Resources, Training, and Labor Relations Specialists and Managers

(O*NET 13005A, 13005B, 13005C, 13005E, 21511A, 21511B, 21511C, 21511D, 21511E, and 21511F)

Significant Points

- Employers usually seek college graduates for entry-level jobs.
- Depending on the job duties, a strong background in human resources, business, technical, or liberal arts subjects may be preferred.
- The job market is likely to remain competitive because of the abundant supply of qualified college graduates and experienced workers.

Nature of the Work

Attracting the most qualified employees and matching them to the jobs for which they are best suited is important for the success of any organization. However, many enterprises are too large to permit close contact between top management and employees. Human resources, training, and labor relations specialists and managers provide this link. These individuals recruit and interview employees, and advise on hiring decisions in accordance with policies and requirements that have been established in conjunction with top management. In an effort to improve morale and productivity and limit job turnover, they also help their firms effectively use employee skills, provide training opportunities to enhance those skills, and boost employee satisfaction with their jobs and working conditions. Although some jobs in the human resources field require only limited contact with people outside the office, dealing with people is an essential part of the job.

In a small organization, a *human resources generalist* may handle all aspects of human resources work, requiring a broad range of knowledge. The responsibilities of human resources generalists can vary widely, depending on their employer's needs. In a large corporation, the top human resources executive usually develops and coordinates personnel programs and policies. (Executives are included in the *Handbook* statement on general managers and top executives.) These policies are usually implemented by a director or manager of human resources and, in some cases, a director of industrial relations.

The *director of human resources* may oversee several departments, each headed by an experienced manager, who most likely specializes in one personnel activity such as employment, compensation, benefits, training and development, or employee relations.

Employment and placement managers oversee the hiring and separation of employees and supervise various workers, including equal employment opportunity specialists and recruitment specialists.

Recruiters maintain contacts within the community and may travel extensively, often to college campuses, to search for promising job applicants. Recruiters screen, interview, and in some cases, test applicants. They may also check references and extend job offers. These workers must be thoroughly familiar with the organization and its personnel policies to discuss wages, working conditions, and promotional opportunities with prospective employees. They must also keep informed about equal employment opportunity (EEO) and affirmative action guidelines and laws, such as the Americans With Disabilities Act.

EEO officers, representatives or affirmative action coordinators handle this area in large organizations. They investigate and resolve EEO grievances, examine corporate practices for possible violations, and compile and submit EEO statistical reports.

Employer relations representatives, who usually work in government agencies, maintain working relationships with local employers and promote the use of public employment programs and services. Similarly, *employment interviewers*—whose many job titles include *personnel consultants, personnel development specialists, and human resources coordinators*—help match job seekers with employers. (For more information on this occupation, see the statement on employment interviewers elsewhere in the *Handbook*.)

Job analysts, sometimes called *position classifiers*, perform very exacting work. They collect and examine detailed information about job duties to prepare job descriptions. These descriptions explain the duties, training, and skills each job requires. Whenever a large organization introduces a new job or reviews existing jobs, it calls upon the expert knowledge of the job analyst.

Occupational analysts conduct research, usually in large firms. They are concerned with occupational classification systems and study the effects of industry and occupational trends upon worker relationships. They may serve as technical liaison between the firm and industry, government, and labor unions.

Establishing and maintaining a firm's pay system is the principal job of the *compensation manager*. Assisted by staff specialists, compensation managers devise ways to ensure fair and equitable pay rates. They may conduct surveys to see how their rates compare with others and to see that the firm's pay scale complies with changing laws and regulations. In addition, compensation managers often oversee their firm's performance evaluation system, and they may design reward systems such as pay-for-performance plans.

Employee benefits managers handle the company's employee benefits program, notably its health insurance and pension plans. Expertise in designing and administering benefits programs continues to gain importance as employer-provided benefits account for a growing proportion of overall compensation costs, and as benefit plans increase in number and complexity. For example, pension benefits might include savings and thrift, profit sharing, and stock ownership plans; health benefits may include long-term catastrophic illness insurance and dental insurance. Familiarity with health benefits is a top priority, as more firms struggle to cope with the rising cost of health care for employees and retirees. In addition to health insurance and pension coverage, some firms offer employees life and accidental death and dismemberment insurance, disability insurance, and relatively new benefits designed to meet the needs of a changing work force, such as parental leave, child and elder care, long-term nursing home care insurance, employee assistance and wellness programs, and flexible benefits plans. Benefits managers must keep abreast of changing Federal and State regulations and legislation that may affect employee benefits.

Employee assistance plan managers, also called *employee welfare managers*, are responsible for a wide array of programs covering occupational safety and health standards and practices; health promotion and physical fitness, medical examinations, and minor health treatment, such as first aid; plant security; publications; food service and recreation activities; car pooling and transportation programs, such as transit subsidies; employee suggestion systems; child and elder care; and counseling services. Child care and elder care are increasingly important due to growth in the number of dual-income households and

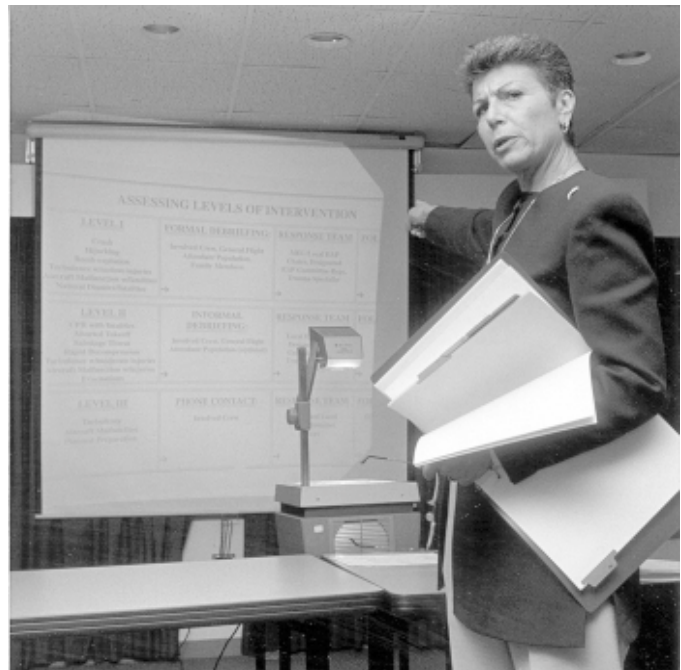
the elderly population. Counseling may help employees deal with emotional disorders, alcoholism, or marital, family, consumer, legal, and financial problems. Some employers offer career counseling as well. In large firms, certain programs, such as security and safety, may be in separate departments headed by other managers.

Training and development managers supervise training. Increasingly, management recognizes that training offers a way of developing skills, enhancing productivity and quality of work, and building loyalty to the firm. Training is widely accepted as a method of improving employee morale, but this is only one of the reasons for its growing importance. Other factors include the complexity of the work environment, the rapid pace of organizational and technological change, and the growing number of jobs in fields that constantly generate new knowledge. In addition, advances in learning theory have provided insights into how adults learn, and how training can be organized most effectively for them.

Training specialists plan, organize, and direct a wide range of training activities. Trainers conduct orientation sessions and arrange on-the-job training for new employees. They help rank-and-file workers maintain and improve their job skills, and possibly prepare for jobs requiring greater skill. They help supervisors improve their interpersonal skills in order to deal effectively with employees. They may set up individualized training plans to strengthen an employee's existing skills or teach new ones. Training specialists in some companies set up programs to develop executive potential among employees in lower-level positions. In government-supported training programs, training specialists function as case managers. They first assess the training needs of clients, then guide them through the most appropriate training method. After training, clients may either be referred to employer relations representatives or receive job placement assistance.

Planning and program development is an important part of the training specialist's job. In order to identify and assess training needs within the firm, trainers may confer with managers and supervisors or conduct surveys. They also periodically evaluate training effectiveness.

Depending on the size, goals, and nature of the organization, trainers may differ considerably in their responsibilities and in the methods they use. Training methods include on-the-job training; schools in



In addition to recruiting and interviewing, human resources, training, and labor relations specialists and managers provide training to enhance workers' skills and job satisfaction.

which shop conditions are duplicated for trainees prior to putting them on the shop floor; apprenticeship training; classroom training; programmed instruction, which may involve interactive videos and other computer-aided instructional technologies; simulators; conferences; and workshops.

The *director of industrial relations* forms labor policy, oversees industrial labor relations, negotiates collective bargaining agreements, and coordinates grievance procedures to handle complaints resulting from disputes with unionized employees. The director of industrial relations also advises and collaborates with the director of human resources, other managers, and members of their staff, because all aspects of personnel policy—such as wages, benefits, pensions, and work practices—may be involved in drawing up a new or revised contract.

Labor relations managers and their staff implement industrial labor relations programs. When a collective bargaining agreement is up for negotiation, labor relations specialists prepare information for management to use during negotiation, which requires familiarity with economic and wage data as well as extensive knowledge of labor law and collective bargaining trends. The labor relations staff interprets and administers the contract with respect to grievances, wages and salaries, employee welfare, health care, pensions, union and management practices, and other contractual stipulations. As union membership is continuing to decline in most industries, industrial relations personnel are working more with employees who are not members of a labor union.

Dispute resolution—attaining tacit or contractual agreements—has become increasingly important as parties to a dispute attempt to avoid costly litigation, strikes, or other disruptions. Dispute resolution also has become more complex, involving employees, management, unions, other firms, and government agencies. Specialists involved in dispute resolution must be highly knowledgeable and experienced, and often report to the director of industrial relations. *Conciliators*, or *mediators*, advise and counsel labor and management to prevent and, when necessary, resolve disputes over labor agreements or other labor relations issues. *Arbitrators*, sometimes called umpires or referees, decide disputes that bind both labor and management to specific terms and conditions of labor contracts. Labor relations specialists who work for unions perform many of the same functions on behalf of the union and its members.

Other emerging specialists include *international human resources managers*, who handle human resources issues related to a company's foreign operations, and *human resources information system specialists*, who develop and apply computer programs to process personnel information, match job seekers with job openings and handle other personnel matters.

Working Conditions

Personnel work usually takes place in clean, pleasant, and comfortable office settings. Arbitrators and mediators may work out of their homes. Many human resources, training, and labor relations specialists and managers work a standard 35- to 40-hour week. However, longer hours might be necessary for some workers—for example, labor relations specialists and managers, arbitrators, and mediators—when contract agreements are being prepared and negotiated.

Although most human resources, training, and labor relations specialists and managers work in the office, some travel extensively. For example, recruiters regularly attend professional meetings and visit college campuses to interview prospective employees; arbitrators and mediators often must travel to the site chosen for negotiations.

Employment

Human resources, training, and labor relations specialists and managers held about 597,000 jobs in 1998. They were employed in virtually every industry. Specialists accounted for 3 out of 5 positions; managers, 2 out of 5. About 14,000 specialists were self-employed, working as consultants to public and private employers.

The private sector accounted for about 80 percent of salaried jobs. Among these salaried jobs, services industries—including business, health, social, management, and educational services—accounted for about 40 percent of jobs; labor organizations, the largest employer among specific services industries, accounted for over 20 percent of those. Manufacturing industries accounted for 17 percent of salaried jobs; while finance, insurance, and real estate firms accounted for about 11 percent of jobs.

Federal, State, and local governments employed about 14 percent of human resources specialists and managers. They handled the recruitment, interviewing, job classification, training, salary administration, benefits, employee relations, and related matters of the Nation's public employees.

Training, Other Qualifications, and Advancement

Because of the diversity of duties and level of responsibility, the educational backgrounds of human resources, training, and labor relations specialists and managers vary considerably. In filling entry-level jobs, employers usually seek college graduates. Many employers prefer applicants who have majored in human resources, personnel administration, or industrial and labor relations. Others look for college graduates with a technical or business background or a well-rounded liberal arts education.

Many colleges and universities have programs leading to a degree in personnel, human resources, or labor relations. Some offer degree programs in personnel administration or human resources management, training and development, or compensation and benefits. Depending on the school, courses leading to a career in human resources management may be found in departments of business administration, education, instructional technology, organizational development, human services, communication, or public administration, or within a separate human resources institution or department.

Because an interdisciplinary background is appropriate in this field, a combination of courses in the social sciences, business, and behavioral sciences is useful. Some jobs may require a more technical or specialized background in engineering, science, finance, or law, for example. Most prospective human resources specialists should take courses in compensation, recruitment, training and development, and performance appraisal, as well as courses in principles of management, organizational structure, and industrial psychology. Other relevant courses include business administration, public administration, psychology, sociology, political science, economics, and statistics. Courses in labor law, collective bargaining, labor economics, labor history, and industrial psychology also provide a valuable background for the prospective labor relations specialist. As in many other fields, knowledge of computers and information systems is also useful.

An advanced degree is increasingly important for some jobs. Many labor relations jobs require graduate study in industrial or labor relations. A strong background in industrial relations and law is highly desirable for contract negotiators, mediators, and arbitrators; in fact, many people in these specialties are lawyers. A background in law is also desirable for employee benefits managers and others who must interpret the growing number of laws and regulations. A master's degree in human resources, labor relations, or in business administration with a concentration in human resources management is highly recommended for those seeking general and top management positions.

For many specialized jobs in the human resources field, previous experience is an asset; for more advanced positions, including managers as well as arbitrators and mediators, it is essential. Many employers prefer entry-level workers who have gained some experience through an internship or work-study program while in school. Personnel administration and human resources development require the ability to work with individuals as well as a commitment to organizational goals. This field also demands other skills people may develop elsewhere—using computers, selling, teaching, supervising, and volunteering, among others. This field offers clerical workers opportunities for advancement to professional positions.

Responsible positions are sometimes filled by experienced individuals from other fields, including business, government, education, social services administration, and the military.

The human resources field demands a range of personal qualities and skills. Human resources, training, and labor relations specialists and managers must speak and write effectively. The growing diversity of the workforce requires that they work with or supervise people with various cultural backgrounds, levels of education, and experience. They must be able to cope with conflicting points of view, function under pressure, and demonstrate discretion, integrity, fair-mindedness, and a persuasive, congenial personality.

The duties given to entry-level workers will vary depending on whether they have a degree in human resource management, have completed an internship, or have some other type of human resources-related experience. Entry-level employees commonly learn the profession by performing administrative duties—helping to enter data into computer systems, compiling employee handbooks, researching information for a supervisor, or answering the phone and handling routine questions. Entry-level workers often enter formal or on-the-job training programs in which they learn how to classify jobs, interview applicants, or administer employee benefits. They then are assigned to specific areas in the personnel department to gain experience. Later, they may advance to a managerial position, overseeing a major element of the personnel program—compensation or training, for example.

Exceptional human resources workers may be promoted to director of personnel or industrial relations, which can eventually lead to a top managerial or executive position. Others may join a consulting firm or open their own business. A Ph.D. is an asset for teaching, writing, or consulting work.

Most organizations specializing in human resources offer classes intended to enhance the marketable skills of their members. Some organizations offer certification programs, which are signs of competence and can enhance one's advancement opportunities. For example, the International Foundation of Employee Benefit Plans confers the Certified Employee Benefit Specialist designation to persons who complete a series of college-level courses and pass exams covering employee benefit plans. The Society for Human Resources Management has two levels of certification—Professional in Human Resources, and Senior Professional in Human Resources; both require experience and a comprehensive exam.

Job Outlook

The job market for human resources, training, and labor relations specialists and managers is likely to remain competitive given the abundant supply of qualified college graduates and experienced workers. In addition to openings due to growth, many job openings will result from the need to replace workers who transfer to other occupations or leave the labor force.

Employment of human resources, training, and labor relations specialists and managers is expected to grow about as fast as the average for all occupations through 2008. New jobs will stem from increasing efforts throughout industry to recruit and retain quality employees. Employers are expected to devote greater resources to job-specific training programs in response to the increasing complexity of many jobs, the aging of the work force, and technological advances that can leave employees with obsolete skills. In addition, legislation and court rulings setting standards in various areas—occupational safety and health, equal employment opportunity, wages, health, pension, and family leave, among others—will increase demand for human resources, training, and labor relations experts. Rising health care costs, in particular, should spur demand for specialists to develop creative compensation and benefits packages that firms can offer prospective employees. Employment of labor relations staff, including arbitrators and mediators, should grow as firms become more involved in labor relations, and attempt

to resolve potentially costly labor-management disputes out of court. Additional job growth may stem from increasing demand for specialists in international human resources management and human resources information systems.

Employment demand should be strong among firms involved in management, consulting, and personnel supply, as businesses increasingly contract out personnel functions or hire personnel specialists on a temporary basis to meet the increasing cost and complexity of training and development programs. Demand should also increase in firms that develop and administer complex employee benefits and compensation packages for other organizations.

Demand for human resources, training, and labor relations specialists and managers is also governed by the staffing needs of the firms for which they work. A rapidly expanding business is likely to hire additional human resources workers—either as permanent employees or consultants—while a business that has experienced a merger or a reduction in its work force will require fewer human resources workers. Also, as human resources management becomes increasingly important to the success of an organization, some small and medium-size businesses that do not have a human resources department may assign employees various human resources duties together with other unrelated responsibilities. In any particular firm, the size and the job duties of the human resources staff are determined by the firm's organizational philosophy and goals, skills of its work force, pace of technological change, government regulations, collective bargaining agreements, standards of professional practice, and labor market conditions.

Job growth could be limited by the widespread use of computerized human resources information systems that make workers more productive. Similar to other workers, employment of human resources, training, and labor relations specialists and managers, particularly in larger firms, may be adversely affected by corporate downsizing and restructuring.

Earnings

Median annual earnings of human resources managers were \$49,010 in 1998. The middle 50 percent earned between \$35,400 and \$73,830. The lowest 10 percent earned less than \$25,750 and the highest 10 percent earned more than \$91,040. Median annual earnings in the industries employing the largest numbers of human resources managers in 1997 were:

Local government, except education and hospitals	\$50,800
Hospitals	48,200
Management and public relations	44,800
Labor organizations	36,700
Personnel supply services	35,900

Median annual earnings of human resources, training, and labor relations specialists were \$37,710 in 1998. The middle 50 percent earned between \$28,200 and \$50,160. The lowest 10 percent earned less than \$20,310 and the highest 10 percent earned more than \$75,440. Median annual earnings in the industries employing the largest numbers of human resources, training, and labor relations specialists in 1997 were:

Federal Government	\$51,800
Local government, except education and hospitals	39,900
Hospitals	35,000
State government, except education and hospitals	34,100
Labor organizations	29,700

According to a 1999 salary survey conducted by the National Association of Colleges and Employers, bachelor's degree candidates majoring in human resources, including labor relations, received starting offers averaging \$29,800 a year.

According to a November 1998 survey of compensation in the human resources field, conducted by Abbott, Langer, and Associates of Crete, Illinois, the median total cash compensation for selected personnel and labor relations occupations were:

Industrial and labor relations directors	\$183,900
Compensation and benefits directors	88,000
Divisional human resources directors	84,100
Training directors	79,400
Recruitment and interviewing managers	75,100
Employee and community relations directors	73,500
Plant/location human resources managers	62,000
Compensation supervisors	53,300
Human resources information systems specialists	49,300
Employee assistance and employee counseling specialists	47,500
Employee services and employee recreation specialists	47,300
Employee and industrial plant nurses	46,000
EEO and affirmative action specialists	44,800
Safety specialists	43,700
Training material development specialists	43,500
Benefits specialists (managerial and professional jobs)	41,500
Training generalists (computer)	39,600
Classroom instructors	35,300
Employment interviewing specialists	35,100
Job evaluation specialists	34,100
Human resources records specialists	32,400

In the Federal Government, persons with a bachelor's degree or 3 years' general experience in the personnel field generally started at \$23,300 a year in 1999. Those with a superior academic record or an additional year of specialized experience started at \$28,000 a year. Those with a master's degree may start at \$33,400, and those with a doctorate in a personnel field may start at \$44,500. Beginning salaries were slightly higher in areas where the prevailing local pay level was higher. There are no formal entry-level requirements for managerial positions. Applicants must possess a suitable combination of educational attainment, experience, and record of accomplishment.

Related Occupations

All human resources occupations are closely related. Other workers with skills and expertise in interpersonal relations include counselors, lawyers, psychologists, sociologists, social workers, public relations specialists, and teachers. These occupations are described elsewhere in the *Handbook*.

Sources of Additional Information

For information about careers in employee training and development, contact:

• American Society for Training and Development, 1640 King St., Box 1443, Alexandria, VA 22313. Internet: <http://www.astd.org>

For information about careers and certification in employee compensation and benefits, contact:

• American Compensation Association, 14040 Northlight Blvd., Scottsdale, AZ 85260. Internet: <http://www.acaonline.org>

Information about careers and certification in employee benefits is available from:

• International Foundation of Employee Benefit Plans, 18700 W. Bluemound Rd., P.O. Box 69, Brookfield, WI 53008-0069. Internet: <http://www.ifebp.org>

For information about academic programs in industrial relations, write to:

• Industrial Relations Research Association, University of Wisconsin, 7226 Social Science Bldg., 1180 Observatory Dr., Madison, WI 53706. Internet: <http://www.irra.ssc.wisc.edu>

Information about personnel careers in the health care industry is available from:

• American Society for Healthcare Human Resources Administration, One North Franklin, 31st Floor, Chicago, IL 60606. Internet: <http://www.ashhra.org>



Industrial production managers plan the production schedule within budgetary limitations and time constraints.

Industrial Production Managers

(O*NET 15014)

Significant Points

- The projected decline in employment reflects increasing productivity and organizational restructuring.
- Applicants with college degrees in industrial engineering, management, or business administration, and particularly those with an undergraduate engineering degree and a master's degree in business administration, enjoy the best job prospects.

Nature of the Work

Industrial production managers coordinate the resources and activities required to produce millions of goods every year in the United States. Although their duties vary from plant to plant, industrial production managers share many of the same major responsibilities. These include production scheduling, staffing, equipment, quality control, inventory control, and the coordination of production activities with those of other departments.

The primary mission of industrial production managers is planning the production schedule within budgetary limitations and time constraints. This entails analyzing the plant's personnel and capital resources to select the best way of meeting the production quota. Industrial production managers determine which machines will be used, whether overtime or extra shifts are necessary, and the sequence of production. They also monitor the production run to make sure that it stays on schedule and correct any problems that may arise.

Industrial production managers must also monitor product standards. When quality drops below the established standard, they must determine why standards are not being maintained and how to improve the product. If the problem is poor work, the manager may implement better training programs, reorganize the manufacturing process, or institute employee suggestion or involvement programs. If the